

# ANDREW J. BROWN ACADEMY

## 2009-2010 Performance Analysis

### *Core Question 2: Is the organization effective and well-run?*

2.1. Is the school in sound fiscal health?	
STANDARD	The school presents significant concerns in no more than <u>one</u> of the following areas: a) its state financial audits (e.g., presence of “significant findings”); b) its financial staffing and systems; c) its success in achieving a balanced budget over the past three years; d) the adequacy of its projections of revenues and expenses for the next three years; e) its fulfillment of financial reporting requirements under Sections 10 and 17 of the charter agreement. In addition, if the school presents significant concerns in one area, it has a credible plan for addressing the concern that has been approved by the Mayor’s Office.

#### 2009-10 Performance: Meets Standard

Andrew J. Brown Academy has established adequate staffing and systems for managing the school’s finances, has fulfilled its financial reporting requirements, and regularly meets its reporting deadlines in a timely and accurate manner.

The school was audited by the Indiana State Board of Accounts (SBOA) covering the timeframe if July 1, 2008 to June 30, 2010. The examination raised concerns regarding the school’s reliance upon National Heritage Academies (NHA) for financial management. The examination concluded that the AJB board should provide increased oversight of the financial management provided by NHA.

The Mayor’s Office contracts with an independent accounting firm to complete annual financial performance reviews of each school. Based on a review of AJB’s finances for 2009-10, the Mayor’s Office found that Andrew J. Brown Academy successfully achieved a balanced budget and ended the fiscal year with adequate cash and investments.

2.2. Are the school’s student enrollment, attendance, and retention rates strong?	
STANDARD	The school is consistently fully enrolled. Student attendance and retention rates are generally at or above the school’s agreed-upon target rates.

#### 2009-10 Performance: Approaching Standard

Andrew J. Brown Academy did not meet enrollment targets set for 2009-10. The following chart displays the school’s target enrollment compared with its official fall enrollment, as reported by the IDOE.

Year	Target Enrollment	Fall Enrollment	Percent Below
2009-10	704	661	6.5%

**Source:** Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school's charter agreement with the Mayor's Office, submitted by the school.

The 2009-10 attendance rate at AJB was below the averages of both the county and the state.

	AJB	MC	IN
<b>2009-10 Attendance rate</b>	94.80%	95.70%	95.90%

No targets have been established for student retention rates for Andrew J. Brown Academy. The school retained nearly 62% of the students enrolled in the Fall of 2008, excluding those who aged out of the school.

Years	Students Enrolled Initial Year	Students Re-enrolled Following Year	Retention Rate
Fall 2008 to Fall 2009	634	391	61.7%

**Source:** Mayor's Office analysis of Student Residence report submitted to the IDOE and the Mayor's Office by the school. Students in the 8<sup>th</sup> Grade class excluded from analysis. Enrollment numbers differ from official IDOE enrollment figures due to this exclusion.

Based on the 2009-10 performance, AJB is approaching the Mayor's Office standard for this indicator because they were not fully enrolled and had an attendance rate below that of both the state and county.

<b>2.3. Is the school's Board active and competent in its oversight?</b>	
<b>STANDARD</b>	The Board's membership collectively contributes a broad skill set and fair representation of the community; Board members are knowledgeable about the school; roles and responsibilities of the Board are clearly delineated; Board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the Board provides consistent and competent stewardship of the school.

### 2009-10 Performance: Meets Standard

The board of directors at Andrew J. Brown Academy is active, experienced, and provides competent oversight of the school. Additionally, the board is comprised of members with a diverse range of professional expertise and extensive knowledge about the school, its policies and its issues of concern. Membership of the board has remained relatively stable over time; of the eight founding board members, three still actively serve.

The Mayor's Office regularly attends board meetings and examines minutes of meetings held by the board. At meetings, the board consistently makes quorum and actively engages in the

oversight of many aspects of school operations, including academic achievement, curriculum, professional development, programming, and extra-curricular activities.

<b>2.4. Is there a high level of parent satisfaction with the school?</b>	
<b>STANDARD</b>	<b>More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.</b>

**2009-10 Performance: Meets Standard**

In the spring of each year, researchers administer anonymous surveys to parents of students enrolled at Mayor-sponsored charter schools. In 2009-10, 80% of AJB parents reported overall satisfaction with the school. According to the data, the school meets the Mayor's Office standard for performance for this indicator for the 2009-10 academic year.

<b>2.5. Is the school administration strong in its academic and organizational leadership?</b>	
<b>STANDARD</b>	<b>The school's leadership a) has sufficient academic and/or business expertise; b) has been sufficiently stable over time; c) has clearly defined roles and responsibilities among leaders and between leaders and the Board; d) actively engages in a process of continuous improvement which has led to some mid-course corrections.</b>
<b><i>Exceeds standard</i></b>	<b><i>The leadership displays exceptional academic and business expertise. Leadership turnover has been manageable and appropriate. Roles and responsibilities among leaders and between leaders and the Board are clear. The leadership has established exemplary processes to engage in continuous improvement which have led to significant enhancements to the school over time.</i></b>

**2009-10 Performance: Exceeds Standard**

The administration at AJB is strong in its academic and business expertise. The principal, who has led the school throughout its duration, is an exemplary leader who directs a process of continuous improvement in the school. The principal continues to work closely with the Board and NHA to implement policies and programs and to ensure the effective and efficient day-to-day operations of the school.

The school has implemented a lateral leadership structure, with an assistant principal assigned to oversee grades 5-8. The school has also developed a schoolwide leadership team comprised of one teacher per grade level, the principal, assistant principal, instructional coach, and parent liaison. The leadership team was created to serve two functions; 1) to allow teachers to develop leadership experience and 2) to provide a forum for teachers and administrators to discuss school-wide issues and develop plans and goals. The teachers selected to serve on the leadership team act as liaisons between the administration and fellow teaching staff. While the school has developed a thoughtful school leadership team that is taking a more active role, the school's long-term plan for leadership succession is unclear. Irrespective of it the founding principal's plan is to remain in that position short- or long-term, a thoughtful plan to address leadership

sustainability is an area to attend to. However, for 2009-10, leadership at the school was well-organized, effective, and exceeded the Mayor's Office standard for this indicator.

2.6. Is the school meeting its school-specific organizational and management performance goals?	
Meets standard	School has clearly met its school-specific organizational goal.

**Not applicable.** Andrew J. Brown Academy did not have school-specific organizational and management performance goals that were evaluated in 2009-10.